DOCUMENT RESUME

ED 036 276 HE 001 374

TITLE	THE SAN FRANCISCO CONSORTIUM; AN EDUCATIONAL ASSOCIATION FOR URBAN AFFAIRS. PROGRESS REPORT.
INSTITUTION	SAN FRANCISCO CONSORTIUM, CALIF.
PUB DATE	OCT 69
NOTE	12P.
EDRS PRICE	EDRS PRICE MF-$0.25 HC-$0.70
DESCRIPTORS	*CITY PROBLEMS, COMMUNITY SERVICE PROGRAMS, *CONSORTIA, *HIGHER EDUCATION, *INTERINSTITUTIONAL COOPERATION, SCHOOL COMMUNITY RELATIONSHIP, SOCIAL RESPONSIBILITY, URBAN ENVIRONMENT, *URBAN UNIVERSITIES
IDENTIFIERS	*SAN FRANCISCO CONSORTIUM

ABSTRACT

THE SAN FRANCISCO CONSORTIUM WAS FORMED IN THE FALL OF 1967 BY 5 INSTITUTIONS: CITY COLLEGE OF SAN FRANCISCO, GOLDEN GATE COLLEGE, SAN FRANCISCO STATE COLLEGE, UNIVERSITY OF CALIFORNIA-SAN FRANCISCO MEDICAL CENTER AND THE UNIVERSITY OF SAN FRANCISCO. ITS PRIMARY PURPOSE IS TO BE THE INSTRUMENT THROUGH WHICH THE RESOURCES OF THE MAJOR LOCAL UNIVERSITIES ARE BROUGHT TO BEAR ON THE PROBLEMS OF THE URBAN ENVIRONMENT. A SECOND PURPOSE IS TO PROVIDE A MEANS BY WHICH SELECTED EDUCATIONAL RESEARCH AND SERVICE PROGRAMS OF THE PARTICIPATING INSTITUTIONS MAY BE IMPROVED AND STRENGTHENED BY COORDINATION, EXCHANGE, OR JOINT VENTURES. EARLY EMPHASIS HAS BEEN ON ESTABLISHING BETTER COOPERATION AMONG THE PARTICIPATING INSTITUTIONS, AND ON IMPROVING THE WORKING RELATIONSHIP BETWEEN THESE INSTITUTIONS AND THE COMMUNITY. DURING ITS FIRST 2 YEARS, THE CONSORTIUM HAS ALSO BEEN ABLE TO PROVIDE MANY SPECIAL SERVICES TO THE COMMUNITY, INCLUDING STAFF ASSISTANCE AND CONSULTATION. CONSORTIUM REPRESENTATIVES HAVE ALSO PARTICIPATED IN MANY CONFERENCES AND MEETINGS. THOUGH HAMPERED BY SHORTAGE OF FUNDS, THE CONSORTIUM HOPES EVENTUALLY TO ESTABLISH A MULTI-PURPOSE, URBAN-EDUCATIONAL CENTER. (AF)

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THE SAN FRANCISCO CONSORTIUM

An Educational Association for Urban Affairs

PROGRESS REPORT

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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OCTOBER 1969

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Golden Gate College

San Francisco State College

University of California—
San Francisco Medical Center

University of San Francisco

Executive Director

Edgar C. Cumings

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SAN FRANCISCO CONSORTIUM PROGRESS REPORT

History and Development

The San Francisco Consortium is one of a growing number of metropolitan consortia or associations of institutions of higher education throughout the nation. It differs somewhat from most other consortia, however, in its primary emphasis on urban problems and in relating the major institutions of higher education in San Francisco more closely to each other and to the community. From the outset, therefore, the Consortium has emphasized not only inter-institutional cooperation, but also community involvement.

The initial discussions concerning the need for greater coordination in and concern for urban affairs on the part of San Francisco's educational institutions occurred in 1966, when a small group of educators held a series of meetings to discuss plans for the establishment of a formal educational association. A compelling factor was the growing educational needs of disadvantaged and minority students in the city's colleges and universities, with all of the attendant problems and challenges.

Out of this background of study and discussion the San Francisco Consortium was created and formally announced by the heads of the five institutions in the fall of 1967. Steps were taken immediately to incorporate the Consortium as a non-profit educational association, and to secure funds in order to support its early development.

Much credit is due the five individuals who were active from the beginning in establishing the Consortium, and who may therefore be regarded as the "founding fathers." These are Malcolm S. M. Watts, M.D., present chairman of the Board of Trustees; Jack H. Curtis, Ph.D., of the University of San Francisco; Thomas Nesbitt, Dean of Instruction at City College of San Francisco; Cyril Roseman, Ph.D., San Francisco State College; and Alfred I. Silbowitz, Director of General Studies, Golden Gate College.

On December 1, 1967 the Consortium received an initial grant of $24,000.00 from the San Francisco Foundation for the purpose of financing its beginning operations. Offices were established, an administrative assistant was employed, and Dr. Jack H. Curtis, one of the founders, agreed to act as a volunteer, part-time executive secretary until such time as the Consortium could afford to employ a full-time director.

On February 1, 1968 Professor Alvin I. Fine, a member of the Department of Humanities at San Francisco State College, agreed to take a leave of absence in order to become the Consortium's first full-time executive director. Mr. Fine served in this capacity with distinction until June 30, 1969, at which time he decided to return to his former position. After interviewing a number of candidates for the vacant position, the Board of Trustees selected Dr. Edgar C. Cumings as the new executive director. Dr. Cumings came to the Consortium from a background that included college teaching and administration, together with several years of experience in community organization.

The San Francisco Consortium is probably unique in the variety of educational programs represented by its participating institutions. These include a private community college, a state college, a private Catholic university, a public city college, and an unusually diverse state-supported medical center comprised of professional schools of medicine, dentistry, nursing and pharmacy, with an academic school of human biology soon to be added. Plans are now being considered for enlarging the Consortium by the inclusion of several more San Francisco institutions.

The Consortium continued to receive excellent support from other local foundations during this early period of operation. The San Francisco Foundation made a second grant in the amount of $39,671.00; the S. H. Cowell Foundation allocated $29,615.00; and the Van Loben Sels Foundation contributed $15,000.00.

During the spring and summer of 1969 the Board of Trustees began to explore the possibility of obtaining contributions from the Consortium's participating institutions. By autumn of 1969 all five institutions had made financial commitments to the operating budget. Efforts to solicit additional contributions from a number of local foundations were also begun.

During the developmental stage of the Consortium's existence major efforts were devoted to establishing an effective organizational structure. The Board of Trustees was soon enlarged in order to provide better institutional representation, including the five presidents, a Community Advisory Committee was assembled, several standing committees involving staff and faculty members from the member institutions were formed, and various *ad hoc* groups were greated in order to study special needs and problems.

In addition to the inter-campus and inter-community structure, the Consortium developed good working relationships with a wide range of private and public agencies concerned with education and urban problems.

MAJOR OBJECTIVES

"The primary purpose of the Consortium is to become the instrument through which the resources of the major educational institutions are brought more effectively to bear upon the unsolved problems of the modern urban environment. A second purpose is to provide a means by which selected educational research and service programs of the participating institutions may be improved and strengthened by appropriate coordination, exchange, or joint ventures. . . ."

This statement, written by Malcolm S. M. Watts, M.D., chairman of the Board of Trustees, sums up the two chief objectives of the Consortium. It reflects a long-felt need in San Francisco for inter-institutional cooperation, as well as for a central resource for coordination and information. The usefulness of college and university-sponsored centers of urban affairs has been demonstrated in many parts of the country during the past decade.

The early emphasis of the Consortium was on two aspects: The establishment of better cooperation and communication among the participating institutions; and the improvement of working relationships between these institutions and the community.

Longer-range goals include closer coordination of current institutional programs in urban and minority areas; the establishment of a resource or data bank devoted to urban needs and problems; direct services to the community in identifying needs and existing resources; the development and evaluation of practical programs to deal with these matters; and the ultimate establishment of the Consortium as a multipurpose center for a number of educational, cultural and civic activities.

In order to accomplish these objectives, it is evident that the original institutional commitments in terms of staff and financial support will have to be continued and strengthened. A recent study has indicated that a period of from three to five years is required in order to develop the full potential of most consortia or associations of higher education. Moreover, much effort will have to be made to obtain grants from some of the larger foundations for special projects requiring more substantial funding. Several such proposals are now under way.

PROGRAMS AND ACTIVITIES

While much of the early emphasis of the Consortium's work had to be placed on the establishment of communication systems among the participating institutions, nevertheless many different kinds of activities have been developed since the first paid executive director took office in February of 1968. A representative sample of these activities is described in the following sections.

Special Services . . .

. . . In cooperation with the U. S. Department of Housing and Urban Development, the Consortium assisted in arranging a series of seminars on urban affairs for the HUD staff members. Staff and instructional assistance for these seminars was provided by the member institutions.

. . . Under the leadership of Dr. Earle M. Marsh, of the University of California—San Francisco Medical Center, the Consortium participated in the organization of the Health Professions Council, created in order to coordinate all health services in the Bay Area.

. . . The Consortium assisted in developing a program at City College of San Francisco for the training of a number of teacher aides employed by the Head Start Project of the San Francisco Economic Opportunity Commission. A great deal of staff time and effort also went into the development of several New Careers programs.

. . . In cooperation with the San Francisco Junior Chamber of Commerce, the Consortium investigated the need for more educational outreach programs in the Chinatown section of the city, with the eventual hope that these programs would result in the establishment of a community college system.

. . . The Consortium was instrumental in helping to place and supervise several work-study students in various locations of the city, in order to develop programs to meet the needs of some of the disadvantaged youth of these areas.

. . . The executive director was appointed by the Mayor to serve on a Citizens Committee which worked with San Francisco State College on problems which had developed at that institution.

. . . The executive director also served on a number of other committees and informal groups as a part of his daily functions. Among these groups was the Advisory Committee of the Center for Research and Development, located at the University of California in Berkeley.

. . . The Consortium's staff also participated actively in many meetings held during 1968 and 1969 for the purpose of establishing an Urban Coalition in San Francisco.

. . . The Consortium regularly gathers information on urban problems and needs, specialized urban educational programs, the activities of local public and private community organizations, and maintains communication with organizations and educational institutions concerned with urban problems.

Staff Assistance and Consultative Services . . .

. . . The executive director held frequent consultations with the

Mayor's office, the Board of Supervisors, and various other city and county officials on urban, social and educational needs.

... The St. Francis Square Council received staff assistance and advice from the Consortium in interviewing workers for a summer recreation program in San Francisco's Western Addition area.

... The Consortium provided advice and counsel toward the establishment of the Greater Los Angeles Consortium, and also conferred with officials of San Diego in connection with the establishment of a consortium in that city.

... As a matter of continuing policy, the Consortium regularly exchanges information on programs and activities with many other consortia and educational associations throughout the country.

... Program materials and consultative aid were made available on a virtually daily basis to a number of educational institutions and community organizations concerning urban needs and problems.

... The Consortium arranged several meetings with students and educators on the occasion of a visit to the United States by the Deputy Minister of Education of Sierra Leone. Consultative services were given to an official of the South Korean Government concerning the possibility of establishing a consortium in Seoul.

... The Consortium assisted in distributing copies of the Report of the Kerner Commission on Civil Rights to a number of local schools and institutions of higher education.

... A local program involving the development of a work-study project for urban interns was coordinated by the Consortium, in cooperation with the New York Urban Corps.

Conferences and Meetings ...

... The Consortium regularly provided information concerning minority participants for many local meetings and conferences on educational and urban affairs.

... A representative of the Consortium participated in the first Conference of Regional Consortia, sponsored by the Greater Los Angeles Consortium.

... The executive director participated in a number of meetings sponsored by the Bay Area Social Planning Council and maintained active liaison with the Council on a variety of community concerns.

... The Consortium participated in a Bay Area Regional Conference on Urban Affairs sponsored by the University of California Extension Division.

... The Consortium sponsored its first annual conference involving its member institutions and various other civic organizations and individuals.

RECENT ACTIVITIES

... During the summer of 1969, as a partial solution to the urgent needs of minority youth and organizations, the San Francisco Citizens' League sponsored the Summer HappenThing, a project designed to obtain funding for a number of educational, recreational and training projects which provided help to many groups. The Consortium was an active participant in this emergency program, providing work-study students, office space for the program's staff, and serving as a vehicle for transmitting more than $70,000.00 to the Citizens' League for use in the project.

... At the request of the Bayview-Hunter's Point Health Center's staff, the Consortium helped to arrange assistance from several of its member institutions to provide free courses in basic education for the Center's health technicians. The Consortium is continuing to work with this and other Hunter's Point organizations toward the eventual establishment of a community college in that area.

... The Consortium's executive director has actively participated in plans of the Far West Laboratory for Research and Development for the use of the former Woolworth Warehouse as a new San Francisco location for the Laboratory, and as an "Educational Development Center" for a number of community organizations.

... The executive director is also participating in a combined effort on the part of a number of northern California organizations to obtain funding for the establishment of a Student Financial Aid Center for the Bay Area counties and their educational institutions. The Center would provide direct grants and loans to college and university students.

... The Consortium's inter - institutional and community - related structure has recently been strengthened as a result of a complete reorganization of its standing committees, together with plans to involve members of the Community Advisory Committee more closely in ongoing programs and activities.

... A quarterly Newsletter was inaugurated with the publication of the initial edition in September of 1969. The Newsletter is distributed to a wide range of organizations and individuals in San Francisco, as well as to other consortia.

EMERGING PLANS

As indicated earlier in this report, the Consortium has been in actual operation for less than two years. Despite the generous financial

assistance provided by several local foundations and by the participating institutions, the lack of more adequate funding for the development of special projects and programs for the solution of urgent urban and related problems has been a notable handicap. Consequently, nearly all of the activities mentioned in the foregoing sections of this report have been accomplished with minimal funds and, for the most part, with the voluntary aid of many individuals and groups.

During recent months, therefore, several steps have been taken by the executive director and the Board of Trustees in order to assess the Consortium's major plans and objectives, with the goal of placing much greater emphasis on obtaining outside funding for special projects.

It is evident that these efforts to obtain the required financial support must concentrate on inter-institutional projects which will help to solve at least some of San Francisco's urban problems. Special programs and services for the assistance of more minority and disadvantaged students must also be established and financed. The Consortium must assume a more active role in making inter-institutional cooperation and coordination a reality in such areas as the provision of greater lateral and upward mobility for students, the establishment of curricular exchange programs, the development of additional cooperatively shared and sponsored programs, and a number of related activities.

The ultimate goal of the Consortium is the establishment of a multi-purpose, urban-educational facility located in central San Francisco. Such a facility, though it might be developed under the auspices of one particular member institution, would provide a home for a multitude of educational and ancillary services that would help not only to coordinate inter-institutional programs, but would also provide many services which are not now available to the community and its organizations. Finally, the creation of this type of multi-purpose downtown center, jointly sponsored by five widely different institutions of higher education, would represent a unique venture in this country and a model for other metropolitan centers which may well be developed in other cities in future years.

The experiences of nearly all of the successful consortia in the country, and the early successes of the San Francisco Consortium are harbingers of many productive future years in developing new educational services and programs.

Standing Committees

I. Educational Opportunity and Career Development Committee:

Jefferson Davis, Professor of Chemistry and EOP Director, University of San Francisco

Wallace Epstein, M.D., Chairman, Senate Committee on Education Policy, U.C. Medical Center

Henry Evers, Community Advisory Committee

Jules Fraden, Dean of Instruction, City College of San Francisco

Lloyd D. Luckmann, Associate Dean, College of Liberal Arts, University of San Francisco

Reginald Major, EOP Director, San Francisco State College

Wilson Robinson, Vice President for Student Affairs, Golden Gate College

Howard Schoon, Counselor, City College of San Francisco

Leandro Soto, Community Advisory Committee

Theodore Swenson, Dean of Students, U.C. Medical Center

Yori Wada, Community Advisory Committee

Howard Weddle, Professor of Health Education, San Francisco State College

Alan S. Wong, Community Advisory Committee

II. Committee on Continuing and Urban Education:

Jack H. Aldridge, Assistant Dean of Instruction, City College of San Francisco

Mrs. Robert G. Bull, Community Advisory Committee

Seymour M. Farber, M.D., Dean of Educational Services, U.C. Medical Center

William P. Golden, Director, Downtown Center and Extension Division, San Francisco State College

Zuretti L. Goosby, D.D.S., Community Advisory Committee

Shepard A. Insel, Dean of Educational Services, San Francisco State College

Harold A. Korf, Associate Professor of Humanities, Golden Gate College

Ralph Lane, Professor of Sociology, University of San Francisco

Mrs. Carl Livingston, Jr., Community Advisory Committee

A. Rodney Prestwood, M.D., Program Coordinator, Continuing Education in Health Sciences, U.C. Medical Center

Earl Raab, Community Advisory Committee

Herbert Spiro, Director, Urban Life Institute, University of San Francisco

Warren R. White, Assistant Dean of Instruction, City College of San Francisco

Allan J. Zahn, Associate Dean, School of Business Administration, Golden Gate College

III. Committee on Fund Development:

Harry R. Buttimer, Coordinator of Educational Management, City College of San Francisco

Jess Carr, Special Assistant for Alumni Affairs, U.C. Medical Center

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David Devincenzi, Director of Development, University of San Francisco

Erick Erickson, Vice Chancellor for Administration, U.C. Medical Center

Norton J. Herold, S.J., Vice President for University Relations, University of San Francisco

Michael F. Hughes, Vice President for Development, Golden Gate College

Richard Kelly, Director of Public Relations, Golden Gate College

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Franklin F. Sheehan, Director of Campus Development, San Francisco State College

Glenn P. Smith, Vice President of Administration and Business Affairs, San Francisco State College

Murray Tondow, Director of Faculty Research, San Francisco State College

Sidney G. Worthington, Community Advisory Committee

Community Advisory Committee

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